

(CLASSIFICATION)

Executive  
64-157

## OFFICE OF THE DIRECTOR

Action Memorandum No. A-345

Date 18 Jan 1964

TO : Deputy Director (Intelligence)

SUBJECT : Inspector General's Survey of the Office of  
Central Reference

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1. In consideration of subject survey and the comments by the DDI and the AD/CR, action on the recommendations of the Inspector General is directed as follows:

a. All recommendations except 8, 12a, 12c, 18, 21, and 22 are approved.

b. Recommendations 2a and 2b are not to be used as supporting material to obtain higher level clerical and other sub-professional slots. The purpose of these recommendations is to establish an orderly process for advancement of deserving analyst personnel and to correct the existing situation in which many analysts are performing clerical type functions.

c. In regards to recommendation 4b, the IG has advised that there have been four individual cases brought to his attention in which the personnel appear to meet the

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criteria for accelerated promotion but which no such promotion action was taken at the time of the AD/CR's response to the IG report. The names of these individuals are listed below in order that they may be given appropriate consideration in the event they were overlooked:

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d. Recommendation 7 is approved with the understanding that action on this recommendation be deferred pending completion of the study in this area now being made by a special committee under the chairmanship of the Director of Security.

e. Recommendations 8, 12a, 12c, and 22 are disapproved.

f. Recommendation 18 is disapproved with the understanding that the AD/CR will continue to make maximum use of personnel in the LAS who have been recruited as key punch operators and who have received specific training for this work. Recognizing the limitations of non-cleared key punch operators, an effort should be made to utilize them on the unclassified material, thus releasing the cleared operators for classified programs where the backlog generally exists.

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g. Recommendation 21 is disapproved with the understanding that when [ ] is reissued, a rider will be attached appealing to our most knowledgeable experts (particularly in CNE) for their advice and assistance in the various areas of selection.

2. The DDI is requested to submit a report to the DDCI within 90 days from the date of this memorandum on the progress made in carrying out the approved recommendations.

Lyman B. Kirkpatrick  
Executive Director

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O/DCI/ [ ] (7 Jan 64)

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Executive Registry

64-1571

7 April 1964

MEMORANDUM FOR: Executive Director

SUBJECT : Inspector General's Survey of  
Office of Central Reference

REFERENCE : Action Memorandum A-345,  
dated 8 January 1964

Attached is the requested report prepared by the Assistant Director/Central Reference on the progress made in carrying out the approved recommendations of the Inspector General. You will note that they are all either accomplished or underway.

/S/

PAUL A. BOREL  
Assistant Deputy Director (Intelligence)  
for Management

CDDI/AvS/mjm

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**SECRET**

CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

26 March 1964

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT: Inspector General's Survey of the Office of Central Reference

REFERENCE: Action Memorandum No. A-345 from the Executive Director, dated 8 January 1964

1. This memorandum reports progress made by the DD/I and Office of Central Reference in carrying out the recommendations of the Inspector General.
2. All recommendations except 8, 12a, 12c, 18, 21, and 22 were approved by the Executive Director. Actions taken as of 20 March 1964 are as follows:

Recommendation 1: (Release policy)

Action taken: The AD/CR terminated the policy through the issuance of OCR [redacted] dated 12 December 1963.

Recommendations 2a through h: (Classification study of OCR)

Action taken: In mid-February, the Salary and Wage Division, Office of Personnel, started the classification review of OCR positions. All points covered in the Inspector General's report will be included in the classification survey. OCR does not intend to use the IG's recommendations as supporting material to obtain higher level clerical slots, as mentioned in the Executive Director's Action Memorandum. Removing routine processing functions from analysts' jobs, however, will necessarily affect certain clerical positions, and any adjustments at the clerical level will be thoroughly reviewed by the Salary and Wage Division.

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**Recommendation 3: (Field recruiting by OCR)**

**Action taken:** OCR will continue to send representatives to assist recruiters in the screening and selection of analyst personnel.

**Recommendation 4a: (EOD grades)**

**Action taken:** OCR has adopted the recommended policy for entrance-on-duty grades. Variations or changes will be made only when they are consistent with standards used by other Agency components.

**Recommendation 4b: (Accelerated promotions)**

**Action taken:** In addition to the grade adjustments already made by OCR, [redacted] other individuals were identified in the Executive Director's Action Memorandum as possibly deserving cases.

[redacted]

The grades of these individuals are now the same as those held by their contemporaries who were recruited at the [redacted] level. [redacted] however, has made slower progress than the others, and has not yet reached the proficiency required for [redacted] biographic analysts. She is still a [redacted] therefore, and would not have a higher grade even if her entrance grade had been [redacted]

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**Recommendations 5a, b, c: (Regulations on Liaison Staff)**

**Action taken:** The publication of the following regulations satisfy the recommendations concerning the liaison functions of OCR:

[redacted]

dated 5 November 1968, "Central Responsibility for Coordination of Interagency Liaison".

[redacted]

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Recommendation 6: (Survey of CGS)

Action taken: The DD/I will coordinate with the Inspector General the recommended survey of the Collection Guidance Staff.

Recommendation 7: (TS Control procedures)

Action taken: OCR has taken no further action inasmuch as the special Agency committee chaired by the Office of Security has not yet submitted to the Executive Director its report on the handling and accountability controls for code word and Top Secret material.

Recommendation 8: (Training)

Action taken: The AD/CR has directed division chiefs to comply with the recommendations on training. By June 1964, enrollments in the Intelligence Orientation Course will be on a current basis. Training schedules for all categories of personnel have been updated and will be issued for the guidance of all supervisors.

Recommendation 10: (Layers of supervision in DD)

Action taken: An examination of supervisory policies in the Analysis Branch of Document Division revealed some criticism of the coordination time required several months ago when new Dictionary entries were being resolved. The Branch Chief has taken steps to ensure that no unnecessary layers of supervision exist.

Recommendation 11: (DD partitions)

Action taken: The DD/I will approve the requisition for this paneling provided that necessary funds [ ] can be made available for this purpose.

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Recommendation 12b: (Reorganization in BR)

Action taken: Efectected on 1 October 1963.

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Recommendation 13: (BR serial number system)

Action taken: The conversion to a standardised serial number system is in progress and will be completed by September 1964.

Recommendation 14: (BR printing services problem)

Action taken: OCR printing requirements, including the Biographic Register's, were reported on 6 December 1963 to the Agency committee which has the entire printing services problem under study.

Recommendation 15: (LA coverage in IR)

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Recommendation 16: (Regulation on GR)

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Action taken: A draft regulation on Graphics Register mission and functions is now being coordinated prior to publication in the [ ] series (Intelligence Activities).

Recommendation 17: (DCID for GR)

Action taken: OCR has prepared a draft DCID, but, as previously reported, will postpone coordination until DIA planning in this field of activity is further developed.

Recommendation 18: (Use of clerical pool for key-punchers)

Action taken: OCR will continue to make maximum use of such personnel whenever key punch help is needed.

Recommendation 19: (NU programming services)

Action taken: Requests for programming services will henceforth be considered first by OCS for their possible computer support

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implications. Utilization of OCR's punched card capabilities will be arranged jointly between OCS and OCH as appropriate. This approach eliminates the problem identified in the IG's Survey.

Recommendation 20: (GR backlog in MD)

Action taken: The backlog of Graphics Register material was disposed of in mid-December.

Recommendation 21: (LY selection policy)

Action taken: In accordance with the Executive Director's comment on this recommendation, OCH issued [redacted] on 28 January 1964, which urges all users of the Library to participate in the strengthening of the collections through comments or specific recommendations to the Selection Officer.

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Recommendation 22: (Course in use of Library)

Action taken: The Library has outlined a training program for analysts which will be offered in collaboration with OTR.

Recommendation 24: (Transfer of HIC)

Action taken: Effectected in September 1963.

Recommendation 25: (SR manuals of instruction)

Action taken: Manuals of instructions have been drafted. Final review and typing is in progress.

Recommendation 26: (Briefings within SR)

Action taken: An active weekly briefing program has been established for Special Register analysts.

Recommendation 27: (Rotation within SR)

Action taken: Special Register is effecting rotation assignments for analysts.

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Recommendation 23: (SR vault area)

Action taken: The Office of Security has inspected the rooms and has informally approved the recommended vault area. The necessary alterations will be made, subject to final Security approval and the availability of DD/I funds (\$15,000) for this purpose.

JOHN K. VANCE  
Assistant Director  
Central Reference

## Сонети

**Ray E. Cline**  
**Deputy Director (Intelligence)**

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MEMORANDUM FOR: Executive Director

SUBJECT : IG Survey of Cable Secretariat

25X1 1.. Attached are [redacted] comments on the Cable Secretariat IG Survey. I do not think it is necessary to prepare a formal memorandum approving the IG recommendation on their survey of Cable Secretariat.

Agree Disagree. If you so desire, I will informally monitor action needed on these recommendations.

2. May I call your attention to four specific recommendations:

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a. Recommendation 1--Refers to amending of [redacted] to include the mission and function of Cable Secretariat. This is part of the overall study John Clarke and I have prepared on the organization of the O/DCI. Your approval of the recommendations in our study should take care of this particular recommendation.

b. Recommendation 2--Regarding improving the physical working conditions and atmosphere in the Cable Secretariat. The DD/S study has been completed and they are ready to proceed but need [redacted] to do the job properly. The DD/S has used the services of [redacted] in making their study. I recommend that you approve this item and we will fund it out of current O/DCI allotments or request Mr. Clarke to make funds available.

Approve Disapprove

c. Recommendation 4a--Regard the establishment of a special working group to study the establishment of a centralized CIA Watch Office. I know you have been concerned about this problem for some time, but I am not sure of its current status. Do you want me to prepare an action memo on this subject?

Yes No

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d. Recommendation 6--Re keeping individual production statistics on Cable Secretariat personnel. [redacted] has gone to some length defending his position on this subject. I suggest we defer to [redacted] feelings in this matter and I will orally advise [redacted] that this recommendation has been disapproved. Agree Disagree

[redacted]  
Assistant to the Director

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